



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO

OPNAVINST 5420.108A
N80

29 SEP 1997

OPNAV INSTRUCTION 5420.108A

From: Chief of Naval Operations

Subj: CHIEF OF NAVAL OPERATIONS (CNO) EXECUTIVE DECISION
PROCESS

Encl: (1) Supporting Panels of the Navy Review Board
(2) Flow of Issues in the CNO Executive Decision Process

1. Purpose. To establish a framework of deliberative meetings through which significant issues to the Navy can be decided by senior Navy leaders. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 5420.108 and OPNAVINST 5420.2Q.',

3. Background. Decisions in the Navy are made at the lowest practicable level in the chain of command. Occasionally, issues of significant scope and importance arise that leadership at the most senior levels must be involved in their resolution. The deliberative meetings described below provide a framework in which issues are resolved at the lowest possible level and, when appropriate, elevated to a higher level in an orderly manner.

4. Organization. The CNO Executive Decision Process includes three levels of meetings during which issues of significant importance to the Navy are identified, decided, or framed for decision at the next higher level. These are the Navy Review Board (NRB), the Resources and Requirements Review Board (R³B), and the CNO Executive Board (CEB). Additionally, Commanders' in Chief (CINCs) Conferences and Integrated Resources and Requirements Review Boards (IR³B) may be used to enhance the process. Information on each follows:

a. Navy Review Board (NRB). The NRB provides a working forum for deciding issues or condensing complex issues and programs into recommendations for decision by the R³B or CEB. The board serves as the focal point for managing the Joint Mission (JMA) and Support Areas (SA) of the Navy. Enclosure (1) outlines the form, attendance, and procedures for the supporting panels of the NRB.

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(1) The board shall be chaired by Director, Programming Division (N80) and consist of principals of the following organizations:

Chief of Naval Operations (CNO)
(N81, N82, N83, N84, N85, N86, N87, N88, N89, N12, N2B, N4B, N51, N6B, N7B, N091, N095, N096, N09B)
Commandant of the Marine Corps (DC/S P&R)

(2) CNO (N80D, N81D, N82B) shall serve as advisors to the board.

(3) Depending upon the topic, advisors and other attendees may include:

Office of Legislative Affairs (LA-5)
Deputy, Chief of Naval Research
Deputy, Office of Program Appraisal
Deputy, International Programs Office
Vice Commander, Naval Air Systems Command
Vice Commander, Naval Sea Systems Command
Vice Commander, Naval Supply Systems Command
Vice Commander, Naval Facilities Engineering Command
Deputy Commander, Space & Naval Warfare Systems Command
Executive Director, CNO Executive Panel (N00K)
Principal Deputy (Assistant Secretary of the Navy
(Research, Development and Acquisition
(PDASN(RD&A))), Assistant Secretary of the Navy
(Installations and Environments (PDASN(I&E))),
Assistant Secretary of the Navy (Manpower and
Reserve Affairs (PDASN(M&RA))), Assistant Secretary
of the Navy (Financial Management and Comptroller
(PDASN(FM&C)))

b. Resources and Requirements Review Board (R³B). The R³B is the focal point for deciding warfare requirements and resource issues, coordinating the planning, programming, and budgeting process, and resolving major issues involving operational requirements, testing, and funding prior to acquisition program decision meetings. Fleet Commanders' in Chief play a key role in this overall process by providing input on warfare and support requirements and participating in policy formulation at the Chief of Naval Operations Commanders' in Chief Conference.

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(1) The board shall be chaired by the Deputy Chief of Naval Operations (Resources, Warfare Requirements and Assessments) and consist of principals of the following organizations:

Chief of Naval Operations (CNO)
(N1, N3/N5, N4, N6, N7, N09G, N093 and N095)
Commandant of the Marine Corps (DC/S P&R)
Commander, Naval Air Systems Command
Commander, Naval Sea Systems Command

(2) The President of the Center for Naval Analyses, N8B, N80, N81, N82, N83, N51, Chief of Information and Chief of Legislative Affairs shall serve as advisors to the board.

(3) Depending upon the topic, advisors and other attendees may include:

Director of Test & Evaluation and Technology
Requirements (N091)
Director of Naval Intelligence (N2)
Commander, Space and Naval Warfare Systems Command
Commander, Naval Facilities Engineering Command
Commander, Naval Supply Systems Command
Principal Deputy (Assistant Secretary of the Navy
(Research, Development and Acquisition (PDASN(RD&A))),
Assistant Secretary of the Navy (Installations and
Environments (PDASN(I&E))), Assistant Secretary of the
Navy (Manpower and Reserve Affairs (PDASN(M&RA))),
Assistant Secretary of the Navy (Financial
Management and Comptroller (PDASN(FM&C)))
Executive Director, CNO Executive Panel (NOOK)

c. CNO Executive Board (CEB). The mission of the CEB is to provide an orderly and coherent flow of information and advice to the CNO and Vice CNO (VCNO) for decisions on key issues, and to provide a clear and unambiguous record of CNO decisions and direction on those issues.

(1) The CEB principals include CNO, VCNO, N1, N3/N5, N4, N6, N7, and N8.

(2) Depending upon the topic, advisors and other attendees may include:

Commandant of the Marine Corps (CMC) or Assistant
Commandant of the Marine Corps (ACMC)

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- All Fleet Commanders in Chief (CINCs)
- Director, Naval Nuclear Propulsion Program (N00N)
- Director of Test & Evaluation and Technology Requirements (N091)
- Director of Naval Intelligence (N2)
- Commander, Naval Air Systems Command
- Commander, Naval Sea Systems Command
- Commander, Space and Naval Warfare Systems Command
- Commander, Naval Facilities Engineering Command
- Commander, Naval Supply Systems Command
- Director, Programming Division (N80)
- Director, Assessment Division (N81)
- Director, Fiscal Management Division (N82)
- Director, CINC Liaison Division (N83)
- ADCNO (Resources, Warfare Requirements and Assessments) (N8B)
- Chief of Naval Research
- Chief of Information
- Chief of Legislative Affairs

d. Commanders' in Chief (CINCs) Conference. At the direction of the CNO, issues having broad impact on the Navy may be referred to a CINCs Conference for consultation or deliberation. CINCs Conferences shall be conducted as directed by the CNO.

e. Integrated Resources and Requirements Review Board (IR³B). During high interest program review issues affecting both the Navy and the Marine Corps and during JMA/SA Assessment reviews, R³B participation will be expanded to include the Office of the Chief of Naval Operations (OPNAV), Headquarters Marine Corps (HQMC), and Navy Secretariat (SECNAV) representation in the discussion. Termed the Integrated R³B (IR³B), it shall be co-chaired by the Deputy Chief of Naval Operations (Resources, Warfare Requirements and Assessments (N8)) and the Commandant of the Marine Corps (Deputy Chief of Staff for Programs and Resources (DC/S P&R)). Principals include:

- General Counsel
- Assistant Secretary of the Navy (FM&C)
- Assistant Secretary of the Navy (RD&A)
- Assistant Secretary of the Navy (M&RA)
- Assistant Secretary of the Navy (I&E)
- Chief of Naval Operations (CNO)
 - (N1, N2, N3/N5, N4, N6, N7, N8B, N80, N81, N82, N83, N84, N85, N86, N87, N88, N89, N09G, N091, N093, N095, and N096)
- Director, Office of Program Appraisal (OPA)

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Naval Inspector General (NIG)
 Commandant of the Marine Corps (CMC)
 (DC/Ss for M&RA, AVN, PP&O, and I&L. IGMCM, Dir PD,
 Dir PA, Dep Dir PD. AC/S for C4I.)
 Commanding General, Marine Corps Combat Development
 Command (CG MCCDC)
 Commander, Marine Corps Systems Command
 (COMMARCORSSYSCOM)

(1) Depending upon the topic, advisors and other attendees may include:

Director of Test & Evaluation and Technology
 Requirements (N091)
 Director of Naval Intelligence (N2)
 Commander, Naval Air Systems Command
 Commander, Naval Sea Systems Command
 Commander, Space and Naval Warfare Systems Command
 Commander, Naval Facilities Engineering Command
 Commander, Naval Supply Systems Command
 Chief of Information
 Chief of Legislative Affairs
 Chief of Chaplains of the Navy/Director of Religious
 Ministries (N097)
 Principal Deputy (Assistant Secretary of the Navy
 (Research, Development and Acquisition (PDASN(RD&A))),
 Assistant Secretary of the Navy (Installations and
 Environment (PDASN(I&E))), Assistant Secretary of the
 Navy (Manpower and Reserve Affairs (PDASN(M&RA))),
 Assistant Secretary of the Navy (Financial
 Management and Comptroller (PDASN(FM&C)))
 Executive Director, CNO Executive Panel (N00K)

(2) Topics requiring an IR³B meeting will be designated on the NRB schedule by the Director, Department of the Navy, Program Information Center (DONPIC).

5. Responsibilities. The VCNO is responsible for the overall operation and administration of the CNO Executive Decision forums. N8 will assist the VCNO with this responsibility through the Director, Programming Division (N80) and the Director, Assessment Division (N81) as described below.

a. CNO (N80) is responsible for executive management of the NRB and shall establish the meeting agendas, procedures, determine attendance, disseminate schedule information, maintain records of meetings, and publish records as appropriate.

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b. In addition to the responsibilities for the NRB described above, N80 shall:

(1) establish administrative procedures for the CEB.

(2) schedule R³B and CEB meetings.

(3) as executive secretary, record and promulgate the decisions and directions of R³Bs, CEBs and CINCs Conferences. CEB and CINC Conference decisions and directions must be submitted to VCNO/CNO for review prior to promulgation.

(4) schedule NRB meetings to preview issues to be presented to the R³B and/or CEB.

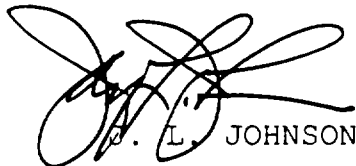
c. Prior to each CEB meeting or CINCs Conference, N81 shall provide the CNO an assessment of the issue which highlights key points of discussion, likely points of disagreement, an analysis of the alternatives, and the opinions of senior Department of Defense (DOD) and Congressional leaders on the issue.

6. Attendance. Attendance at CEBs and R³Bs will be limited to principals only. If approved by the VCNO for a CEB or N8 for a R³B, a principal's deputy may attend a meeting on his or her behalf if the lack of representation in their functional area would otherwise degrade the effectiveness of the decision forum.

7. Procedures.

a. Every effort will be directed to resolving issues at the lowest possible level. Issues will flow through the CNO Executive Decision Process as described in enclosure (2).

b. OPNAV principal officials and Fleet CINCs may suggest issues for CEB deliberation by sending a memorandum to N8 well in advance of the desired CEB date. The memorandum should state the proposed topic, rationale for presentation to the CEB, and expected issues.



D. L. JOHNSON

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SUPPORTING PANELS OF THE NAVY REVIEW BOARD

1. Supporting panels provide a working forum for deciding issues or condensing complex issues and programs into recommendations for decision by the R³B, IR³B, or CEB. The panels will convene as scheduled by the designated chairperson. The panel chair will designate permanent panel staff to coordinate activities and maintain records. The staff will include an executive secretary who will draft and distribute required actions and decision memoranda as appropriate. The panel chair will recommend to CNO (N80) those issues and topics that should be briefed to the R³B. The purpose and composition of each panel is set forth below.

2. Ship Characteristics Improvement Panel (SCIP)

a. Purpose. To assist the NRB in meeting those responsibilities pertaining to ship acquisition and improvement, by coordinating the formulation of Navy shipbuilding and conversion programs. The SCIP will deliberate on all aspects of ship acquisition and improvement. SCIP tasks include the centralized formulation and coordination of the Navy's shipbuilding and conversion programs, the Fleet Modernization Program (FMP) and ship's characteristics determinations for the active and reserve fleets. The SCIP is responsible for coordination of the planning, programming, budgeting, and support necessary for efficient and cost-effective execution of these responsibilities.

b. Chair CNO (N86)

c. Members Representatives of:

CNO (N4, N6, N80, N81, N82, N83, N84, N85,
N87, N88, N89, N091)

Commander, Naval Sea Systems Command

Commandant of the Marine Corps (DC/S P&R)

Commander, Space and Naval Warfare
Systems Command

Assistant Secretary of the Navy (RD&A)

Assistant Deputy Under Secretary of the
Navy (Safety and Survivability)

d. Executive Secretary Designated by Chair

3. Air Characteristics Improvement Panel (ACIP)

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a. Purpose. To assist the NRB in meeting those responsibilities pertaining to aircraft acquisition and improvement by coordinating the formulation of Engineering Change Proposals (ECPs), future requirements, modifications, cost control, and all other matters pertaining to aircraft, aircraft systems, and air-launched weapons. The ACIP will deliberate on all aspects of aircraft acquisition and improvement including Instrumented Landing Systems (ILS) and Navy training plan issues. The ACIP is responsible for coordination of the planning, programming, budgeting, and support necessary for efficient and cost-effective execution of these responsibilities. In this context, the ACIP is the coordinating board within the Department of the Navy for aviation matters.

b. Chair CNO (N88)

c. Members Representatives of:

CNO (N4, N6, N80, N81, N82, N83, N84, N85,
N89, N091)

Commander, Naval Air Systems Command
Commandant of the Marine Corps
(DC/S(AVN), P&R)

Assistant Secretary of the Navy (RD&A)
Assistant Deputy Under Secretary of the
Navy (Safety and Survivability)

d. Executive Secretary Designated by Chair

4. Non-Nuclear Ordnance Requirements (NNOR) Panel

a. Purpose. To assist the NRB in determining non-nuclear ordnance requirements to ensure maximum readiness and sustainability to counter the current and projected threat. To translate ordnance requirements to recommended programming objectives and to conduct comprehensive review of weapons lethality and effectiveness during the NNOR input review process.

b. Chair CNO (N81)

c. Members Representatives of:

CNO (N3/N5, N4, N80, N82, N83, N84, N85, N86,
N87, N88)

Commander in Chief, U.S. Pacific Fleet
Commander in Chief, U.S. Atlantic Fleet

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Commander in Chief, U.S. Naval Forces
Europe

Commandant of the Marine Corps
(DC/S(AVN), P&R)

Commander, Naval Air Systems Command

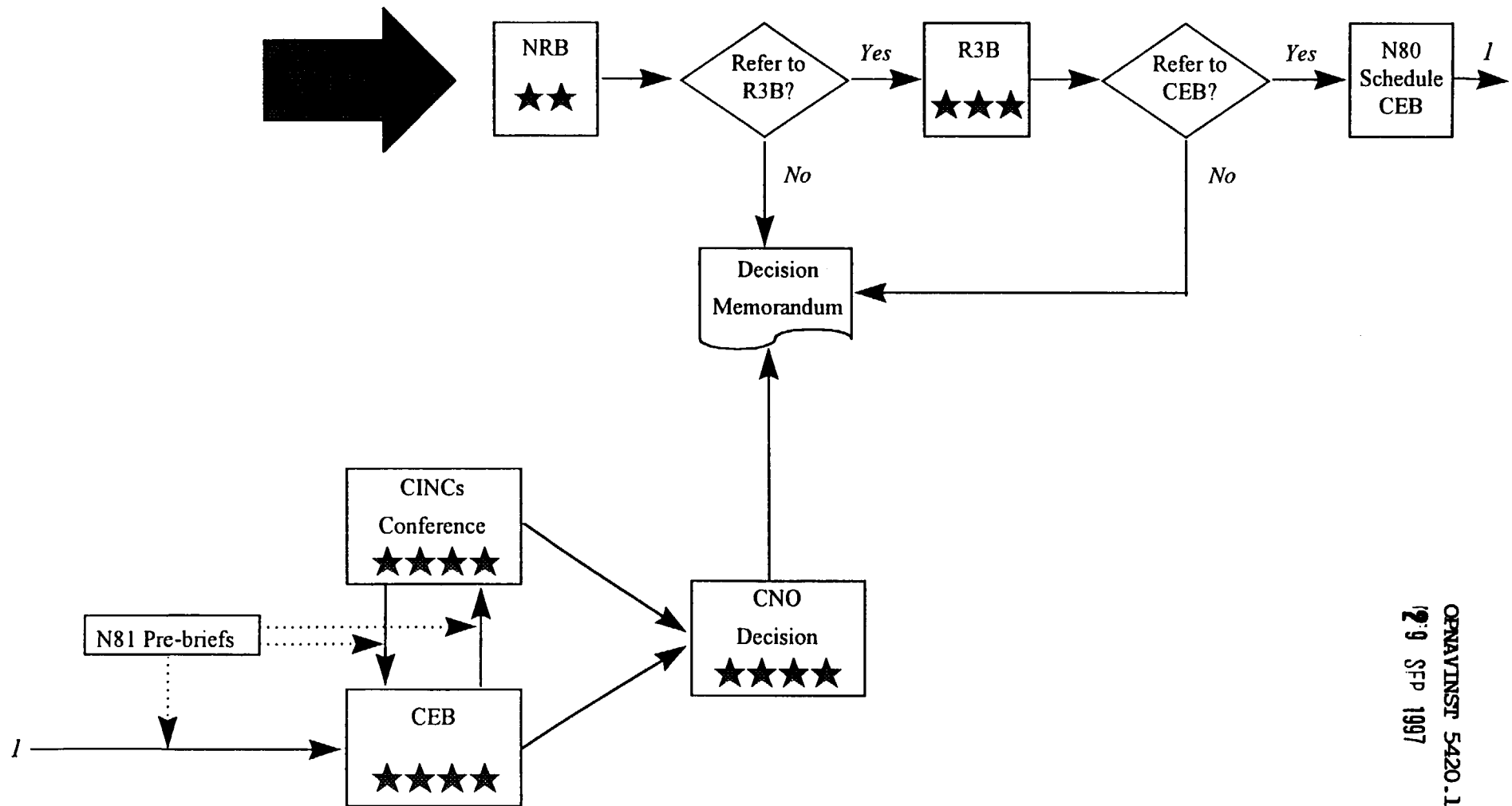
Commander, Naval Ordnance Center

d. Executive Secretary Designated by Chair

Enclosure (1)

CNO Decision Process

Issues



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